

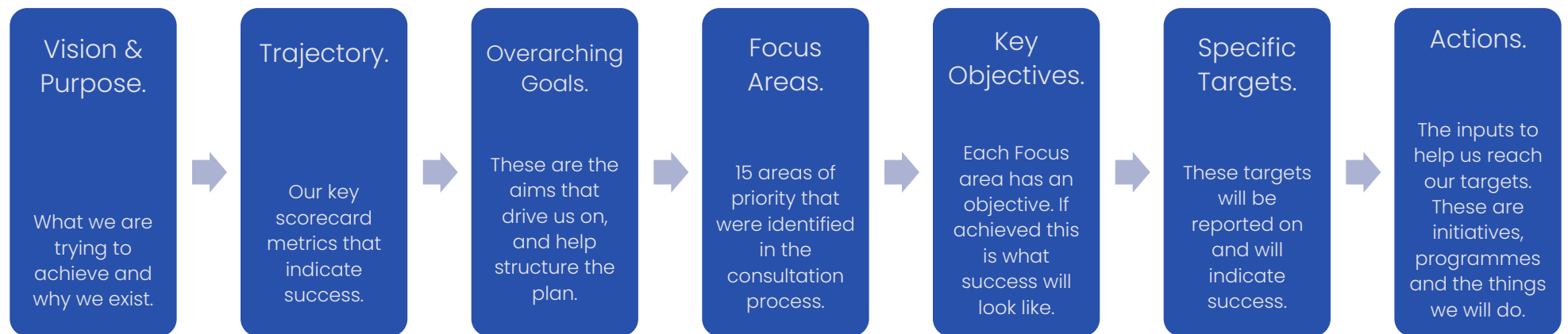
Draft 005.

Strategic Plan 2023-26 Consultation

Introduction.

This document provides the final draft version of Volleyball Ireland's Strategic Plan, for consultation and review by stakeholders and members. We welcome feedback from members via this specific online survey, before midnight December 6th > <https://forms.gle/yNd97cfdAUohkzrm8>

The strategy flows from our Vision & Purpose statement through to the actions that will drive progress:





Vision

To empower a progressive, vibrant and inclusive community where Volleyball enhances everyday lives.



Our Purpose

We exist to grow and support our community, to connect people with the sport, and to challenge our potential.

Our Trajectory.

Where We Were

2018



834

Licensed Players

32

u18 Licensed Players

32

Affiliated Clubs

7

Clubs with Youth Sections

157

Licensed Coaches & Referees

0

Intl. Medals

335k

Annual Revenues

2891

Social Media Followers

Where We Are

2022



1600

Licensed Players

600

u18 Licensed Players

35

Affiliated Clubs

15

Clubs with Youth Sections

165

Licensed Coaches & Referees

1

Intl. Medals

650k

Annual Revenues

12500

Social Media Followers

Where We're Going

2026



4000

Licensed Players

1000

u18 Licensed Players

50

Affiliated Clubs

30

Clubs with Youth Sections

220

Licensed Coaches & Referees

3

Intl. Medals

850k

Annual Revenues

30000

Social Media Followers

Our Goals.

Our goals drive us. They are the overarching priorities that we will focus on.



A Sustainable Future.

01

We aim to grow a community where anyone who wants to play, can play. A sport where our clubs are supported and our people feel comfortable being themselves.

02

We will connect, engage and involve our community, whilst showcasing & promoting the brilliance of our sport to new audiences.

03

We will ensure that our player pathways, performance programmes & competitions support all players to challenge their potential.

04

Our core passions will be underpinned by a progressive organisation that leads our growth in a sustainable way.

Our Key Focus Areas.

Our key focus areas reflect our priorities. Each Focus area has an overarching objective with clear unambiguous targets and actions that will help us achieve success.



Our Key Objectives.

- We will ensure that Volleyball is accessible, inclusive and welcoming, with exciting participation opportunities available for all.
- We will embed the principles of Long-Term Player Development in all of our Youth competitions and programmes.
- We will increase our efforts to provide support and incentives to help grow clubs, especially those with youth sections.
- We will emphasise the role of Universities in our mission to grow the sport, with important programmes and supports.
- We will develop accessible facilities across the country for recreation, performance and events, whilst helping clubs upgrade equipment and halls.
- We will invest in our people, developing an Education & Training system that best supports our coaches, referees, volunteers and players.
- We will showcase Volleyball and Beach Volleyball with innovative online activations, live streams and digital campaigns that champions the greatness of our game and the difference of our people.
- We will nurture the VLY brand increasing our standing within Irish Sport and International Volleyball.
- We will host major International and quality domestic events giving players and spectators a positive experience of the sport.
- We will set clear and ambitious player pathways in both formats of the game to improve our on court performance.
- We will better support and develop our National Team Performance programmes with increased investment and innovative partnerships.
- We will enhance our national competitions, growing participation and raising standards.
- We will be sustainably focussed considering the impact we have on our environment and future.
- We will grow our sport but remain connected closely to our community through core values that will keep us grounded and humble.
- We will generate bigger revenues through commercial partnerships, fundraising campaigns, and retail offerings.

Community.

Our community is everything.

We will grow a community where anyone who wants to play, can play.

A place where everyone has a role and feels comfortable being themselves. Being a part of the Volleyball Ireland community will mean something deeper than sport.

We will support our community by enhancing our training & education programmes, developing better and more accessible facilities and helping our clubs meet demand in a sustainable way.

Participation & Inclusion

Key Focus: We will ensure that Volleyball is accessible, inclusive and welcoming, with exciting participation opportunities available for all.

Why: Participation is the foundation for our sport. We want to be a sport for everyone. To do that, we need tailor made opportunities for all demographics and abilities.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 1,000 Social Volley Players are licensed to Volleyball Ireland • Have a network of 40 active Social Volley Activators working in the colleges and communities across Ireland • 100 people with a disability licensed to Volleyball Ireland • Publish a Diversity, Inclusion & Equality Action Plan • 4 Sitting Volleyball teams active in Ireland 	<ul style="list-style-type: none"> • Provide a range of supports to help grow Social Volley activities • Further develop Social Volley in a range of settings including Universities, Community Centres and Workplaces • Introduce a Social Volley Beach programme • Expand the Recreational Cup offering, ensuring more opportunities for participation and entry-level competition are available • Create a Volleyball Ireland social media based community network that can benefit VLY members' every-day lives • Work closely with CARA to deliver a range of education programmes for Coaches, Clubs and Volunteers • Re-launch the Sitting Volleyball programme developing clubs in key regions • Work with IWA and disability groups to grow the ChairVolleyInc project in Multi-Sports Clubs • Utilise the sensory benefits of Beach Volleyball to develop a programme for children with Autism • Develop a transgender policy for participation in Volleyball • Work with Sporting Pride and other organisations to ensure that Volleyball leads as one of the most open and welcoming sports in Ireland • Hero players, coaches and referees from all backgrounds celebrating Volleyball's diversity and inclusivity

Youth Volleyball

Key Focus: We will embed the principles of Long-Term Player Development in all our Youth competitions and programmes.

Why: Young people are our future. To ensure a life long love of the sport their experiences have to come first, and by implementing globally approved and recognised principles of LTPD, we have the best chance of keeping children playing our sport.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 1,000 licensed players aged u18 • 15,000 children playing in Volleyball Ireland school competitions & events • All National League clubs have youth sections • The Volleyball Ireland Youth Council is operational • 50 Schools participate in the CEV Intro to Volley School Project 	<ul style="list-style-type: none"> • Develop and implement age-appropriate, Mini Volley programmes for junior players aligned with VLY.s LTPD programme • Support clubs to deliver a Volleyball themed Summer Camp programme. • Ensure Volleyball Ireland's LTPD model is being implemented across the community. • Enhance and communicate the range of resources that are available for youth programmes in schools and clubs. • Continue to grow the Jnr National League structure with regional leagues for boys & girls at u14 & u17 age groups. • Further grow the Jnr Beach Programme with more events, training days and competitions at various age groups • Employ Regional Youth Development officers specifically to support and develop club youth sections. • Develop frameworks, resources and tool kits to support the development of school-club links • Launch the Volleyball Ireland Youth Council • Roll out a Player Development App to engage young people in the sport • Develop retention rate benchmarks to track drop out amongst young players, developing an action plan and education campaign to overcome • Introduce a Beach Tour tournament for Schools • Build the CEV School Project attracting more new schools to the programme • Reward and incentivise Clubs that invest in Youth programmes.

Club Support

Key Focus: We will increase our efforts to provide support and incentives to help grow clubs, especially those with youth sections.

Why: Clubs are where our sport truly grows. We need to support our volunteers within the club sector better, so they can increase capacity and grow participation. We have high demand in areas that don't have existing clubs, meeting that demand will see Volleyball boom.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • Launch a Club Development Hub • 50 member clubs actively playing Volleyball • 4 Beach Volleyball Clubs in operation 	<ul style="list-style-type: none"> • Develop a comprehensive and easy to use club framework hub with documents and resources to help better support clubs and increase their capacity • Continue to acquire grants for clubs through the Sports Capital scheme and other avenues • Provide a range of appropriate education programmes to help clubs develop off-court capacity, in areas such as digital marketing, volunteer recruitment and planning • Develop a knowledge transfer scheme between member clubs to help club secretaries, chairpersons and other key people learn from each other and share solutions to common problems • Re-launch the GrowVolley programme establishing key club metrics and training initiatives • Expand the number of Development Officers readily available to support and help clubs • Host quarterly club engagement sessions in a range of topics to ensure Volleyball Ireland is well connected to issues at club level • Support the development of Beach Volleyball Clubs • Expand the AGM day, to include more focussed club development workshops

University Volleyball

Key Focus: We will recognise and emphasise the role of Universities in our mission to grow the sport, with important participation & performance programmes in place.

Why: University is a key part of a player's journey. It is where many people try a new sport for the first time. Universities in Ireland have excellent facilities and performance sport departments that can support our elite players, whilst helping grow participation. There is great potential to develop our next generation of coaches and referees here.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • Increase the number of Universities that affiliate with Volleyball Ireland from 16 to 20 • 16 Social Volley Activator programmes (DIVA) are established • Mixed-sex University competition • 8 players on Performance Scholarships 	<ul style="list-style-type: none"> • Develop a University Volleyball action plan to specifically grow participation and partnerships within 3rd level institutions and colleges • Work with Student Sport Ireland to enhance the competitive Volleyball offer, including the development of a Performance-based competition • Work in partnership with Student Sport Ireland and colleges to develop an innovative mixed-sex competition programme • Implement Coaching & Refereeing specific programmes in universities • Expand and further enhance the DIVA programme • Host a Beach Volleyball InterVarsity event • Create links with Colleges in the United States and other regions that offer performance scholarships for elite players • Create a process for college players to license with Volleyball Ireland directly, allowing VLY to better track participation

Accessible Facilities

Key Focus: We will develop accessible facilities across the country for recreation, performance and events, whilst helping clubs upgrade their existing equipment and halls.

Why: Our clubs are in demand and they need more space. Accessing facilities is a main barrier for growing the sport.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 50 free-to-use accessible courts are open in Parks & Beaches across Ireland • Develop a performance centre home for training camps, equipped with quality equipment • 100k in club equipment grants during the lifetime of this strategy 	<ul style="list-style-type: none"> • Develop a Facilities improvement action plan to upgrade indoor courts and equipment across Ireland • Work with LSPs and land owners to install free-to-use community courts in Parks & Beaches across the nation • Work with partners to develop a recognisable home for Volleyball Ireland that can host major Volleyball events and training camps • Launch a Volleyball benefits campaign to encourage councils and schools to include Volleyball in their facility development plans • Work with partners to explore the feasibility of an Indoor Beach Volleyball Centre

Supporting Our People

Key Focus: We will invest in our people, developing an Education & Training system that best supports our coaches, referees, volunteers and players.

Why: Our people are what matters to us. Supporting them better will increase our chances of growth, whilst motivating the next batch of coaches and referees to give their time to the community.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 80 Active Referees officiating at least 6 matches per season • 150 licensed and active Coaches operating in Schools & Clubs • 40% of Active Coaches & Referees are female 	<ul style="list-style-type: none"> • Review the current recruitment and pathway programme to ensure there are enough referees to meet the demands of the sport, whilst establishing and driving a campaign for former players to become referees. • Champion and promote our Referees through an ongoing digital campaign raising awareness of the positive impact they have on the sport • Introduce a Scorekeeper training programme • Utilise modern technology and online systems as best we can to enhance the level of Refereeing and Officiating • Implement knowledge transfer programmes with other National Federations and International Referees • Introduce a Level 2 & Level 3 Coaching qualifications • Implement a Coach Licensing system ensuring that Coaches are regularly upskilling and are suitably supported for the level they are coaching at • Introduce Beach Volleyball specific Coaching courses • Continue to grow the Coach & Referee Development Programmes, helping embed a culture of continuous learning • Develop a Parents Volleyball qualification as an entry point to coaching & club volunteering • Develop an Incentive Programme for Volunteers to support Volleyball Ireland events and club activities

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- Provide a range of training opportunities for volunteer commission members and club volunteers, championing the work of Volunteers in the community
 - Develop a new Women in Sport Action plan to ensure that female Coaches & Referees are progressing through the pathways
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Connection.

Connect people within and with our sport.

The beauty of the Volleyball community is its close connection with each other. We will nurture that feeling within the huddle.

We will connect & engage people with and within our sport, showcasing & promoting the brilliance of our game to new audiences to grow participation and raise our profile, whilst championing the great people stories that make our community truly unique.

Marketing & Communications

Key Focus: We will showcase Volleyball and Beach Volleyball with innovative online activations, live streams and digital campaigns that champions the greatness of our game and the difference of our people.

Why: Increased visibility leads to an increase in participation. Better promoting our programmes we help build capacity for our sport. More eyeballs on the game leads to more investment.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 30,000 Social Media Channel Followers • 3,000 Monster Block Newsletter Subscribers with an open rate of 4% • 200 matches live streamed each year • Need engagement metric 	<ul style="list-style-type: none"> • Drive engagement on social media and build awareness, excitement, and an aspiration to be part of Volleyball in Ireland • Create exciting educational content to help recruit players, coaches & officials to the sport • Develop a content creation plan that tells the stories of our members • Develop a VLY TY live stream service to showcase National League, Schools & Beach matches • Identify opportunities to partner with more media organisations creating increased visibility of the sport • Host quarterly stakeholder engagement sessions and workshops with members • Introduce a better IT communication process for engaging with clubs, committees and volunteers • Continue to expand the annual stakeholder survey • Develop a VLY App to better engage playing members in Volleyball activities and programmes • Develop effective media partnerships to promote the sport to new markets • Re-structure the Volleyball Ireland website improving functionality and better promoting participation opportunities

The VLY. Brand

Key Focus: We will nurture the VLY. brand increasing our standing within Irish Sport and International Volleyball.

Why: Our brand is what we are. It's more than a logo, it is what we stand for and we're proud of our sport. Protecting it and promoting it will lead to participation, investment and interest growth.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> 90% Positive Image rating from members' survey 	<ul style="list-style-type: none"> Develop and nurture the VLY brand as an open, diverse and ambitious NGB. Ensure that Volleyball Ireland driven facilities and courts are branded and well presented, increasing visibility of the sport. Ensure that Volleyball Ireland hosted events are recognisable with a consistent feel and experience Enter various awards programmes to strengthen recognition of our work

Events

Key Focus: We will host major International and quality domestic events giving players and spectators a positive experience of the sport.

Why: Major events attract attention and raise the profile of the sport. They motivate our players to get better and inspire the next generation.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • Host a Major International age-group Volleyball Event • Host an International Beach Volleyball Tournament 	<ul style="list-style-type: none"> • Continue to host Zonal association International events in Ireland, increasing the profile of the sport • Work with key partners to host a major age-group event that will significantly raise awareness and profile of the sport • Build strong development and legacy programmes around International events • Ensure that all events and VLY managed matches are well branded with a professional look and feel • Introduce National League Grand Finals style event to best showcase club Volleyball creating 'athlete experiences' for players at all levels

Challenge.

Quality competitions to challenge our potential and take on our Ambition.

We will ensure that our player pathways, performance programmes & national competitions support all players and teams to challenge their potential and take on their ambition. Volleyball is a competitive sport, we will support our people be the best they can be.

Player Pathways

Key Focus: We will develop clear and ambitious player pathways in both formats of the game to improve our on court performance.

Why: To compete at the top level we need a coherent pathway system that links participation to performance.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 100 players involved in the Regional Development Centre Programme • Employ a Performance & Pathways Manager 	<ul style="list-style-type: none"> • Develop a well-defined talent pathway for players with performance potential to take them from school and club teams to regional and national team programmes • Ensure Pathway programmes are fully aligned with Volleyball Ireland's LTPD model • Develop a range of educational programmes to develop players' off-court skills such as resilience, leadership and teamwork • Grow the Development Centre initiative to include at least 2 x new regions • Develop a nationally coordinated 'extension' programme for players aged 10-13 years old who wish to avail of additional Volleyball Coaching on a monthly basis • Support Development Centre Coaches with advanced education and training • Identify appropriate international camps and tournaments for Development Centre players • Introduce an Athletic Development programme for young players • Develop a year-round Beach Volleyball Performance programme in cooperation and complimenting indoor Volleyball activities • Host talent transfer events for new players with strong physical and motor skills to try Volleyball

National Teams

Key Focus: We will better support and develop our National Team Performance programmes with increased investment and innovative partnerships.

Why: Our National Teams are our flagship teams, literally our flag bearers. We need to support them to drive their performance levels for the next generation to aspire to.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • Win a Small Countries Association Championship • National Team programmes at u18, u20, u22 & Senior age groups • Develop a player development partnership with a major National Federation • Compete on the FIVB World Beach Futures Tour • 12 players in Beach Volleyball Senior Performance Programme 	<ul style="list-style-type: none"> • Identify and partner with other international federations and leverage these partnerships to provide training camps for National Team players, competitions, coach education opportunities and knowledge transfer activities • Secure FIVB Empowerment funding to help recruit an expert Youth Coaching resource • Ensure that the National Team player pathway is full, with Male & Female teams at u18, u20 & Senior Level. • Compete regularly in Small Countries Association events and CEV European Championships qualifiers • Utilise the opportunity of hosting major events to qualify for an age group European Finals • Support National Team Coaches with better education programmes • Ensure that National Team programmes have expert support services available such as Strength & Condition coaches, Nutritionist, Statistician and Physio. • Equip National team programmes with key tools such as high-end Coaching equipment and video analysis software • Develop a 365 day Beach Volleyball Performance programme

National Competitions

Key Focus: We will enhance our national competitions, growing participation and raising standards.

Why: Our Beach Tour & National League are our biggest competitions, where most of our members compete. We need attractive events and well ran tournaments to boost retention and grow the sport.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • 400 licensed Beach players compete on the VLY Beach Tour • Player satisfaction rating of 8/10 for National Competitions 	<ul style="list-style-type: none"> • Expand the VLY Beach Tour to new regions and locations • Improve the experience for players on the VLY Beach Tour increasing participation rates • Introduce innovative tournament formats such as King & Queen of the Court • Introduce a Beach VLY Club Championship for Beach Clubs • Work closely with Northern Ireland Volleyball and other National Federations to develop collaborative tour events • Explore the feasibility of regionalising the National League from Division 2 level down, removing potential participation barriers • Introduce electronic scoring for National League matches • Introduce a centralised referee appointments system for the National League • Raise the profile of the League through the hosting of a Grand Finals style event • Enhance the Game of the Week feature with commentary and more effective build up • Establish a National League player satisfaction rating to measure experiences of players, with subsequent improvement plans in place

A Sustainable Organisation & Future.

Our core goals will be underpinned by a progressive organisation that leads our growth in a sustainable way with a close connection to our clubs and members. We understand we are guardians of the sport and are motivated to leave Volleyball Ireland in a stronger place than we found it.

We will advocate for our sport in Ireland and internationally.

Governance & Leadership

Key Focus: We will continue to be considered a well governed and progressive National Governing Body showing leadership both in Ireland and Internationally, growing our sport but remaining connected closely to our community.

Why: Good Governance & leaderships means better decision making and efficient processes that increase everyone's enjoyment of the sport.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • Net Promoter Score rating of +50 • Member Success Rating of 75%+ • Achieve Type C Governance Code Status 	<ul style="list-style-type: none"> • Further enhance our governance structures and processes • Have in place a comprehensive menu of training and resources for Board & Commission members • Develop letters of appointments and code of conducts for all volunteers in decision making positions • Develop succession plans for staff as well as Board Members • Continue to ensure that we have gender balance at Board & Committee level, in line with Sport Ireland guidelines • Review the staff structure of the organisation and put in place a staff growth plan to ensure that the organisation can continue its rate of growth • Actively work with partners that can drive forward our mission, both from within Volleyball and other industries • Have Volleyball Ireland represented at leadership & decision-making level both in Irish sport and at European Volleyball level.

Sustainability

Key Focus: We will be sustainably focussed considering the impact we have on our environment and future.

Why: Sustainability isn't just about protecting the environment. It's about safeguarding our sport. As guardians of Volleyball in Ireland, we want to leave the sport in a better place than where we found it.

Target Outcomes	Key Actions
<ul style="list-style-type: none">• Publish a Sustainability Action Plan• Develop a Sustainability Committee	<ul style="list-style-type: none">• Be one of the first Irish NGBs to publish a sustainability strategy, identifying sustainable practices as well as looking at ESG impacts.• Establish benchmarks for member understanding of sustainability.• ADD MORE in line with I3Z work.

Growing Revenues

Key Focus: We will increase our revenues through commercial partnerships, fundraising campaigns, and retail offerings.

Why: We need to increase revenues to sustain our growth. The more commercial revenues we can generate the more Volleyball we can deliver.

Target Outcomes	Key Actions
<ul style="list-style-type: none"> • Grow annual revenues to 750k • Generate 50k through the Patrons of Development scheme 	<ul style="list-style-type: none"> • Acquire a headline Sponsor for Volleyball Ireland • Develop mutually beneficial innovative commercial partnerships • Review and re-launch our retail shop offering with enhanced stock products • Increase our portfolio of grants both domestically and from International sources • Re-launch the Patrons of Development fund to support young athletes and Irish teams • Work in partnership with LSPs and other bodies to develop funded programmes
